SYSTEM AND METHOD FOR PROJECT DESIGNING AND DEVELOPING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

Background of the Invention

Cross References to Related Applications

5   U.S. patent applications Serial Numbers 09/_____,

entitled "System and Method for Assessing a Procurement and

Accounts Payable System", 09/_____, entitled "System and

Method for Project Preparing a Procurement and Accounts

Payable Process", 09/_____, entitled "System and Method

10   for Deploying a Procurement and Accounts Payable Process",

and 09/_____, entitled "System and Method for Ongoing

Supporting a Procurement and Accounts Payable Process" filed

concurrently herewith, assignee docket numbers EN999043,

EN999116, EN999118, and EN999119, respectively, are assigned

15   to the same assignee hereof and contain subject matter

related, in certain respect, to the subject matter of the

present application. The above-identified patent

applications are incorporated herein by reference.

Technical Field of the Invention

20   This invention pertains to the implementation of a

procurement and accounts payable system or application.
More particularly, it relates to a system and method for
assessing, preparing, designing and developing, deploying,
and supporting a general procurement and accounts payable

5   system using electronic requisitions.

Background Art

A services company may be very good at implementing
information technology (IT) solutions. However, as customer
engagements increase, the ability of company to execute

10   numerous engagements on time and within budget with quality
becomes more difficult.

Today there exist many different software packages that
perform project management and classes that teach
methodologies for implementing solutions that involve

15   information technology and services. However, there is no
process that combines these activities along with an
evaluation of a client's general procurement (GP) and
accounts payable (AP) system, or application, into one
package while providing detailed implementation instructions

20   along with templates for completing the major deliverables
required over the course of the project. Templates, may be
used herein as an equivalent term for page, form, or

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document as used in connection with Lotus Notes. In Lotus

Notes, a page is a database design element that displays

information; a form, like a page, displays information and

also can be used to collect information; and documents are

the elements that store information in the database. A user

is presented a form including fields for entering

information. When the user fills out the information and

saves it, the information is saved in the data base as a

document. When a user opens the document, the document uses

the form as a template to provide the structure for

displaying the data or information. Fields store data of

various types, including text, dialog list, rich text, and

so forth.

Scalability of engagements is a known problem, the most

common solution to which is to increase the number of

persons involved. Experience has shown that this increase

results in customer dissatisfaction due to inadequate

gathering of requirements, poorly trained implementation

teams, missed schedules, increased costs, and lower quality.

It is characteristic of general procurement and

accounts payable systems that no two are identical, and may

differ even within wholly owned subsidiaries of a single

corporation.

Consequently, there is a need in the art for a system and method for evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients.

5   Further, there is a need for a system and method for evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients which can be licensed to third party providers together with a system and

10   method for monitoring and assuring the quality of services provided by those service providers.

There is a need in the art for an integrated system for assessing, preparing, designing and developing, deploying, and supporting a procurement and accounts payable system

15   using electronic requisitions.

During project assessment, typically potential customers are contacted and evaluated by a marketing team that then recommends a product solution from their menu. There is no integration of Technical Team Leaders and

20   Transition Management as key components of the installation. There is also limited to no flexibility to customize the product for the customer.

There is a large body of work on project planning in industry. While they are all more or less adequate, they do not provide the comprehensive integration of the client and supplier teams, Transition Management, and Quality required

5   to accomplish a particular customer's goals.

Like project planning, project design and development processes are well known in industry. They usually consist of a project manager or team leader that manages the implementation of a project plan and interfaces with the

10   client.

Deployment or implementation of a project is, again, a very standard operation. As the project plan steps are completed, they are usually held in queue until all necessary activities reach a point where the solution can be

15   "turned on".

All projects have close out functions that wrap up the end of the project. However, they do not provide for continuing support across the multitude of functions that have been used to provide the customer with a solution.

20   It is an objective of the invention to provide a system and method for evaluating a client's general procurement and

accounts payable (GP/AP) system.

It is an object of the invention to provide an optimized solution for out-sourcing procurement of goods and services.

It is an object of the invention to provide a system and method for training service providers.

It is an object of the invention to provide a system and method for managing service providers to assure quality of service.

It is an object of the invention to provide a system and method for managing a project.

It is an object of the invention to provide an optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle time.

Summary of the Invention

A system for developing a general procurement and accounts payable application includes a server; a storage device connected to the server; a plurality of team terminals; and a communication link interconnecting the

5   server and terminals. The server is operable for (1) maintaining a database on the storage device of templates describing procedures for developing the application and (2) serving these templates to enterprise and customer team members operating the terminals for coordinating, recording

10   and tracking team activities with respect to the application.

A method for developing a general procurement and accounts payable application includes the steps of

15   maintaining a database of templates describing procedures for developing a general procurement and accounts payable system, and operating a plurality of web-enabled user terminals to access via a server database for coordinating tasks by a plurality of service provider and customer teams

20   implementing the procedures.

In accordance with an aspect of the invention, there is provided a computer program product configured to be operable for developing a general procurement and accounts payable application.

Other features and advantages of this invention will become apparent from the following detailed description of the presently preferred embodiment of the invention, taken in conjunction with the accompanying drawings.

5
Brief Description of the Drawings

Figure 1 is a high level block diagram of a general procurement and accounts payable development and implementation system in accordance with a preferred embodiment of the invention.

10
Figure 2 is a block diagram illustrating team relationships within the general procurement and accounts payable (GP/AP) development and implementation system of a preferred embodiment of the invention.

Figures 3A through 3M, arranged as shown in Figure 3,
15
are a flow diagram of the assessment, preparation, development, deployment and support phases of the method of a preferred embodiment of the invention.

Figure 4 represents a terminal display of a playbook summary view.

Figure 5 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a summary task" from the playbook summary view.

Figure 6 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a detailed task" from the playbook summary view.

Figures 5 and 6 also illustrate fields collected in the database and selectively displayed at user terminals of Figure 1 for each summary and detail task, respectively, of a GP/AP system for a particular customer or project.

Best Mode for Carrying Out the Invention

Referring to Figure 1, in accordance with the preferred embodiment of the invention, intranet communication facilities interconnect a plurality of team member terminals

64, zero or more service provider terminals 66, and client (also referred to as customer) terminals 68, and a server 62, preferably a Lotus Notes server.

Server 62 references and maintains playbook database 70. Database (also referred to as the playbook, or playbook database) 70 is provided for implementing procurement and accounts payable systems. This playbook 70 defines implementation steps and templates for creating the many required deliverables and project management functions. These functions include start and end dates, effort, duration, and so forth. This playbook also provides the steps and templates for training service providers 66 and serves as the repository for completed templates and as a source for auditing the performance of the service providers. As used herein, unless otherwise apparent from the context, system and applications are used to refer to hardware, software, procedures, instructional materials, and so forth, for implementing a general procurement and accounts payable process.

Also attached to intranet 60 are requisition and catalog (Req/Cat) servers 80. Server 80 functions as a front end server to accounting system server 82, and is connected to a file of vendor catalogs and contracts 72, to

a client (customer) host system 74, and through a firewall

to SAP servers 82. SAP server 82 is an accounting driver

for the procurement and accounts payable (A/P) system of the

customer. SAP servers 82 are connected to supplier systems

5   84, to a customer data warehouse 78, and to customer ledger

and accounts payable systems 86, 88.

During the operational phase of a completed and

functioning system, a customer (aka end user, or client) 98

enters requisitions via the intranet to server 80. Server

10   80 accesses client host system 74 for pricing, reports,

etc., and vendor catalogs and contracts 72 to gather

information needed by SAP servers 82 to generate purchase

orders or requests for quotes (RFQs) to supplier 84, to

update data warehouse 78, client ledger 86, and client

15   accounts payable 88 systems. Warehouse 78 stores client

data maintained by the supplier of the Req/Cat and general

procurement system, which supplier may be the primary

enterprise (a primary services organization, such as the IBM

Corporation) with control of the design and implementation

20   of the system, or a contractor of the enterprise qualified

as a third party service provider.

In operation, during presales, assessment, preparation,

development, deployment and support stages, team members 64,

access database 70 via intranet 60 and server 62 to create a playbook including a detailed description of an accounts payable and Req/Cat system for a particular customer (aka client). This description is then used to personalize

5 Req/Cat servers 80 and SAP servers 82 for the customer installation. During operation, a user 98 accesses Req/Cat server 80 via intranet 60 to enter a requisition or to query the status of previously entered requisition. When entering a requisition, Req/Cat responds to end user 98 with a form

10 to complete. Req/Cat 80 accesses SAP server 82 through the firewall with the requisition or request for status. SAP server 82, responsive to a requisition, issues a purchase order or request for quote to supplier 84, and updates accounts payable 88 and ledger 86, as required through the

15 normal procurement and accounting process implemented on behalf of the customer.

Referring to Figure 2, the various departments and individuals representing team members 64 include business office 120, architecture 122, education and training 124,

20 project manager 126, Req/Cat development 128, business process design 112, electronic data interchange (EDI) 114, application development 116, information technology 130, business controls 132, procurement process 134, transition management 136, SAP development 138, marketing 118, general

procurement operations 98, and support management 96. Each

of these departments and individuals perform various rolls

and functions during the life of the project from assessment

through deployment and use, as will be more fully described

5   hereafter in connection with Figure 3.

Referring to Figure 3, in accordance with the preferred

embodiment of the method of the invention, assessment 101,

preparation 102, development 103, deployment 104 and support

105 stages are executed to design, implement, and use a

10   general procurement and accounts payable (GP/AP) system for

a customer. Through these stages 101-105, procedures and

methods are provided for seamlessly integrating all aspects

of a total GP/AP system, including creating an electronic

purchase requisition for goods and services with flexible

15   approval functions, through invoicing and payment.

Further in accordance with the preferred embodiment of

the invention, there is provided a web enabled delivery

system.

Further in accordance with the preferred embodiment of

20   the invention, there is provided a system and method for

auditing service provider activities without being on site.

High level summary tasks implemented by playbook 70

database include business controls, information technology,

SAP, communication, process, testing, configuration, project

management, transition management, education and training,

5   requisition and catalog (Req/Cat). Each of these summary

tasks, as well as the drill-down (aka subsidiary) tasks

implementing the details of each, may be accessed by team

members 64 and service provider 66s within the playbook

database 70.

10   Referring to Figure 4, the playbook summary view 400 is

illustrated. View 400 includes a title bar 402; pull down

menu tabs file 404, edit 406, view 408, create 410, actions

412, window 414, help 416; create a summary task selection

button 420, create a detailed task button 422, a folders and

15   views section 424, and a task title display and selection

area 426 which also includes a by column 436 and a status

column 438 with an entry for each task displayed in area

426. With by category button 430 and all tasks button 432

selected, all tasks 434 is highlighted and display 426

20   presents a listing of tasks organized by category.

Referring to Figure 5, the summary task template 440

presented to the user upon selection of create a summary

task 420 is illustrated. As will be described hereafter,

there are two flavors of template 440, one for major

operations, and one for major steps within each major

operation.   Referring to Figure 6, the detail task template

520 presented to the user upon selection of create a

5   detailed task 422 is illustrated.

Selection of create summary task 420 presents a first

summary task template 440 that used to design and describe a

high level summary task for one of the playbook operations.

In a preferred embodiment of the invention, there are

10   thirteen such high level summary tasks, including

assessment, business controls, configuration, education,

image, information technology (I/T), marketing, process,

project management, requisition and catalog (req/cat), SAP,

testing, and transition management.   The summary and detail

15   tasks within these high level summary tasks are further

organized into five major processing segments: assessment

101, project preparation 102, project design and development

103, deployment 104, and ongoing support 105.   A high level

summary task provides a summary of the inputs to the task,

20   and of the output (deliverables) after all detailed tasks

are completed.   There two levels, or templates for summary

tasks: one for major operations, the second for major steps

within each operation.

Activation of create a detail task 422 presents to the user a third template 520 which is used to summarize the detailed tasks for each major step of a summary task.

The first and second templates 440 are almost identical. They include the fields set forth in Tables 1 and 2. Third template 520 contents are summarized in Table 3.

TABLE 1: SUMMARY TASK TEMPLATES PART 1

SECTION 1:	CREATION STATUS
Category 444:	Categories include education, req/cat development, SAP development, transformation management, architecture, procurement process.
Team 446:	Specific project team responsible for this task.
Offering type 448:	Kind of product being brought to client: req/cat only, SAP only, and req/cat and SAP.
Stage 450:	The stages are assessment 101, project preparation 102, project development 103, deployment 104, and support 105.
Doc owned by 452:	Team 140 owner of document, the designer of this one template. The teams 140 are those illustrated in Figure 2.
Doc created by 454:	Author of this one template.

Dev status 456:   Approval status: first draft, final
                                   edit, final approval, etc. Only
                                   owner 452 can change this status.
                                   Only the owner 452 can approve the
5   content of this template (task).

SECTION 2:   IMPORTANCE BUTTONS

Education 462:   Represents a combination of things,
                                   including (1) does someone need to
                                   be taught how to do this task, (2)
10   is it something that should be
                                   included in the education package
                                   to the customer.

Certification 464:   Indicates whether or not an
                                   implementer of this task (ie,
15   service provider) must be
                                   certified.

Auditable 466:   Indicates whether or not it is a
                                   task that Enterprise would be able
                                   to or needs to audit performance by
20   the implementer/service provider

Milestone 468:   Indicates if this task is a
                                   critical accomplishment in the path
                                   of completing the implementation of
                                   the offering type.

25   Critical path 470:   Indicates if this is a task that
                                   must be completed in order to
                                   advance to the next task in order
                                   to complete the offering type, and
                                   can change during the course of the
30   project as tasks are completed and
                                   the overall environment changes.

SECTION 3:   IMPLEMENTATION

Task order 472:   A number assigned to a detailed
                                   task that shows its order under the
35   summary task.

% complete 474:   An estimate of how complete is this
                                   task document in its development
                                   for a particular customer.

40   Executed by 458:   Name of service provider (eg.,

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	Enterprise, or some Enterprise partner).
Performed by 460:	Technical team responsible for doing this task.
Priority 476:	High, medium, low priority, based on whether this task is in critical path, and whether or not it needs to be done in support of some subsequent task.
Work effort 478:	Estimated time required to complete this task.
Sequence 480:	A number assigned to a summary task that shows its order under a higher level task.
Task status 482:	Represents how far the service provider has progressed in its implementation of this task. This is rolled up to Lotus Notes database 70 to enable the owner to track progress of the service providers during the audit phase.

Table 2 sets forth the template 440 fields which may vary between templates, including those for major operations and major steps within an operation.

TABLE 2: SUMMARY TASK TEMPLATES PART 2	
SECTION 4:	SUMMARY TASK DETAILS
Description 490:	High level summary description of major operations or steps.
Assumptions 492:	What if any assumptions apply.
Prerequisites 494:	Tasks that must be completed

before this task can complete.

Critical success factors 496:	Description of tools, techniques, relationships, understandings, technical and relationship skills and commitments, knowledge base of team and customer, and so forth, needed to accomplish this task.
Deliverables 498:	Expected output of this task.
SECTION 5:	APPROVALS
Task approver 500:	Identity of approvers.
Notification date 502:	Date approvers notified.
Request approval 504:	Electronic signature of approval.
SECTION 6:	PROJECT REFERENCE
Comments and dialog 506:	General comments (open season).
Deliverable checklist 408:	Checklist of deliverables.
Approval status 510:	List of approvers of this document and status of their approval.
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

TABLE 3:   DETAIL TASK TEMPLATE

SECTION 1:	CREATION STATUS

SECTION 2:		IMPORTANCE BUTTONS
SECTION 3:		IMPLEMENTATION

Sections 1, 2 and 3 are the same as for templates 440, with the addition of:

5	Support resources 524:	People needed to support completion of this task.
	Assigned to 526:	Person executing this task.
	SECTION 4:	DETAIL TASK DETAILS
10	Description 490:	Description of this task.
	Prerequisites 494:	Tasks that must be completed before this task can complete.
15	Task steps 528:	Specific detailed steps that need to be accomplished to complete the task.
20	Analysis 540:	A description of what needs to be analyzed to come up with the right answer for the customer. (The resulting output will vary depending upon the results of the analysis – but this document doesn't change as a result of the analysis).
25	Deliverables 530:	Expected output of the task.
30	Methodology attachments 532:	Potential attachments, may be blank: anything from presentation charts, to questionnaires, to architecture charts — depends upon the task.
	SECTION 5:	PROJECT REFERENCE AREA
	Comments & Dialog 506:	Comments.
35	Deliverable Checklist 508:	Checklist, attachment listing (other than method attachments, supra).

Approval status 510	List of approvers and the status of their approval (with respect to approval of this document, not of the implementation of the task, which is handled by the audit process).
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

Database 70 at server 62 includes all summary and detail tasks templates which have been completed in a set for a particular customer. An initial set of the tasks listed in Table 4 is provided for each customer, but during project implementation phases 101-105, these are configured or personalized to the customer.

While many summary and detailed tasks of Table 4 do not appear in the flow chart of Figures 3A-3M, those selected illustrate a flow from start to finish across the five major stages - and form a representative, if not critical, path through them. As shown in Figures 3, and 3A-3M, the transitions between stages 100-105 are, in some instances, blurred and a particular task may be allocated to either or both of two of these stages.

In each stage, the key to success is the integration

through the use of the templates of the groups (Figure 2) and activities (Table 4, both summary tasks and detail tasks.) Also, an important aspect of the invention is the method provided across the five stages (Figure 3) for

5   effecting a transition from a legacy process, including hardware, software, work procedures and human resources, to a new process.

Table 4 is a chart of summary and detail tasks, pursuant to a particular embodiment of the invention,

10   available for presentation in display area 426 of playbook summary view 400 upon selection of button 432. Selection by a user in display area 426 of a task designated with two or three alpha-numeric reference numerals P1, P11, P12,..., results in display of a template 440 personalized to the

15   summary task, and selection of a task designated with four or more alpha-numeric reference numerals P111, P112,..., result in display of a template 520 personalized to the detail task. A user with appropriate authority may then view, correct, update, approve or otherwise modify the

20   displayed task. The names of the detail tasks set forth broadly the functions or method steps performed in implementing the superior summary task. In Table 4, each summary task is identified in the first column by the stage 100-105 to which it pertains, in the second column by a task

identifier P11, P12, ..., and, for selected tasks, in the third column by the process step (150,...,354 in Figures 3A-3M) to which it pertains. In general (with very few exceptions), a detail task pertains to the same stage 100-105 as its summary task.

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TABLE 4: CHART OF SUMMARY AND DETAIL TASKS

	Task ID			Summary Tasks
	Stage		Step	Detail Tasks

	Stage		Step	
1		FOLDERS AND VIEWS		
2		BY CATEGORY		
3		ALL TASKS		
4		P1		ASSESSMENT
5	101	P11		Perform customer service offering
6				assessment
7	101	P111	174	Perform customer business
8				assessment
9	101	P112		Perform customer business
10				assessment e-Req/Cat
11	101	P113		Develop workshop management plan
12	101	P114		Develop workshop management plan e-
13				Req/Cat
14	101	P115		Review findings from marketing
15				procurement consulting engagement
16	101	P116		Review findings from marketing
17				procurement consulting engagement
18				e-Req/Cat
19	101	P117	176	Formulate workshop approach
20	101	P118		Formulate workshop approach e-
21				Req/Cat
22	101	P119		Prepare for workshop
23	101	P11A		Prepare for workshop e-req/Cat
24	101	P12	178	Introduce recommend service offering to
25				customer
26	101	P121		Present service offering to
27				customer (perform workshop)
28	101	P122		Present service offering to
29				customer (perform workshop) e-
30				Req/Cat
31	101	P123		Formulate proposal approach
32	101	P124		Formulate proposal approach e-
33				Req/Cat
34	101	P13		Create proposal and contract
35	101	P131		Develop and cost proposal
36	101	P132		Develop and cost proposal e-Req/Cat
37	101	P133		Draft and price customer contract

| 38 | 101 | P134 | | Draft and price customer contract |
| 39 | | | | e-Req/Cat |

| 40 | | P2 | | BUSINESS CONTROLS |

41	103	P21		Business control requirements
42	103	P211	290	Confirm business controls
43				requirements
44	103	P212		Confirm separation of duties (SOD)
45				requirements
46	104	P213	292	Conduct ASCA self-assessment
47	104	P214		Risk assessment
48	104	P215	224,294	Conduct ASCA/business controls
49				review
50	102	P2151		Confirm image production system
51				management strategy

| 52 | | P3 | | CONFIGURATION |

53	103	P31	320	Conduct Req/Cat functional detailed fit
54				gap analysis
55	103	P311		Confirm Req/Cat organizational
56				hierarchy
57	103	P312		Define the Req/Cat functional
58				detailed fit
59	103	P313		Resolve functional gaps for Req/Cat

60	103	P32	324	Configure Req/Cat offering
61	103	P321		Confirm and refine "Ives Team
62				Studio" for code tracking
63	103	P322		Confirm and refine Req/Cat initial
64				settings and organizational
65				structure
66	103	P323		Confirm and refine Req/Cat
67				authorizations
68	103	P324		Refine and validate final Req/Cat
69				configuration

70	103	P33		Customize Req/Cat offering
71	103	P331		Validate and customize Req/Cat core
72				application change request
73	103	P332		Refine and validate final
74				customization for Req/Cat

75	103	P34		Produce custom Req/Cat programs
76	103	P341	276	Validate and code bridge change
77				requests (SAP and Req/Cat)

| 78 | | P4 | | EDUCATION AND TRAINING |

79	102	P41		Develop customer education and training
80				strategy
81	102	P411		Validate customer education &
82				training objectives
83	102	P412	190	Define the training requirements
84				and approach
85	102	P413		Confirm the education & training
86				strategy
87	102	P42		Define system management processes
88	102	P421		Define SAP correction and transport
89				process
90	102	P422		Define and agree on service level
91				agreement SLA
92	102	P423		Define and administer SAP release
93				control process
94	102	P424		Define Req/Cat transport process
95	102	P425		Define and administer version
96				control process
97	103	P43	192	Define user documentation and training
98				requirements
99	103	P431		Define customer user audiences and
100				requirements
101	103	P432		Confirm user documentation
102				requirements and standards
103	103	P433		Conduct detailed end-user task
104				analysis
105	103	P434		Assess user skills and training
106				needs
107	103	P435		Validate end-user courses and
108				content
109	103	P436		Identify users and course attendees
110	103	P437		Define and notify training
111				attendees
112	103	P44		Develop user training documentation
113	103	P441		Produce customer specific end-user
114				documentation
115	103	P442		Confirm training evaluation
116				materials/approach with customer
117	103	P443	194	Setup training system environment
118	103	P444		Validate training logistics
119	103	P445	198	Conduct pilot training with super
120				users
121	103	P446	196	Arrange documentation and training
122				material production
123	103	P45		Internal (Enterprise, service provider)

124				training requirements
125	103	P451		Identify and organize appropriate
126				internal training
127	104	P46		Conduct end-user training
128	104	P461		Conduct train-the-trainer sessions
129	104	P462	214,230	Perform training
130	104	P463	212	Conduct new buyer training
131		P5	IMAGE	
132	103	P51		Conduct image functional detailed fit
133				gap analysis
134	103	P511		Define the image functional
135				detailed fit
136	103	P512		Resolve image functional gaps
137	103	P52		Configure image offering
138	103	P521		Refine and validate final image
139				configuration
140	103	P522		Confirm and refine image initial
141				settings
142		P6	I/T	
143	103	P61		Establish customer network/computing
144				infrastructure
145	103	P611		Confirm component delivery
146	103	P612		Establish network/computing
147				hardware/software architecture
148				infrastructure
149	103	P613		Ready network/computing environment
150	103	P62		Establish EDI infrastructure
151	103	P621		Establish EDI infrastructure
152	103	P622		Conduct trading partner testing
153				(IT)
154	102	P623		Confirm EDI strategy
155	102	P6231		Setup image system environments
156	103	P6232		Establish cutover checklist and
157				perform pre-cutover activities for
158				image production environment
159	104	P6233		Validate image production support
160				for system management
161	103	P63		Develop reporting infrastructure
162	103	P631		Develop reporting infrastructure
163				(LIS/EIS)

164	103	P632		Develop DataMart extracts
165	103	P633	232	Develop additional reports
166				(customer/operations)
167	102	P64		Perform bridge architecture assessment
168	102	P641		Perform bridge architecture
169				integration point interfaces work
170				session
171	102	P642	158	Define bridge architecture project
172				objectives document
173	102	P65		Validate bridge, EDI, vendor reporting
174				requirements
175	102	P651	270	Develop and manage bridge
176				architecture implementation work
177				plan
178	102	P652		Analyze EDI requirements
179	102	P653		Determine EDI communication
180				environment
181	102	P654		Analyze vendor master data load
182	102	P655		Analyze operational reporting
183				requirements
184	102	P656		Analyze customer requirements for
185				DataMart implementation
186	102	P657		Schedule and conduct weekly
187				interlock meeting
188	102	P658		Vendor lead client analysis
189	102	P66		Set up development/integration
190				environment
191	102	P661		Set up SAP development/integration
192				environment
193	102	P662		Set up Req/Cat system environments
194	103	P67		Set up consolidation/test environment
195	103	P671		Set up SAP consolidation/test
196				environment
197	104	P68	218	Set up production environment
198	104	P681		Convert vendor master into
199				production environment
200	104	P682		Determine EDI tasks for production
201				environment set up
202	104	P683		Execute SAP cutover checklist
203	104	P684		Set up SAP production environment
204	104	P685		Establish SAP batch schedule
205	104	P686		Set up trading partners in
206				production environment
207	104	P687		Vendor lead client deployment

208	103	P688		Establish cutover checklist and
209				perform pre-cutover activities for
210				SAP production environment
211	103	P689		Establish cutover checklist and
212				perform pre-cutover activities for
213				e-Req/Cat production environment
214	105	P69		Refine/execute production support for
215				system management
216	105	P691	234	Perform on-going support activities
217				for Req/Cat
218	105	P692		Post deployment reporting support
219	105	P693		Develop new bridges and application
220				extensions post go live
221	105	P694	236	Support new EDI transactions post
222				go live
223	105	P695		Execute system management security
224				support procedures
225	105	P696		Execute data management support
226				procedures
227	105	P697	236	Execute EDI support procedures
228	105	P698		Execute system management
229				operational support desk procedures
230	105	P699		Execute system management batch
231				support desk procedures
232	105	P69A		Execute system management SAPBI
233				support procedures
234	105	P69B		Execute system management master
235				data support procedures
236	105	P69C		Execute production support for
237				system management
238	103	P6A		Establish vendor master environment
239	103	P6A1		Establish vendor master
240	103	P6A2		Confirm vendor master
241	103	P6A3		ALE configuration for VLC
242	103	P6B		Establish bridge architecture
243				infrastructure environment
244	103	P6B1	272	Develop detail architecture
245				requirements definition
246	102	P6C	274	Validate system infrastructure
247				requirements
248	102	P6C1	280	Analyze current network/computing
249				infrastructure
250	102	P6C2		Determine network/computing
251				requirements for project
252	102	P6C3		Confirm and begin network/computing

253				component acquisition
254	102	P6C4		Order and delivery of
255				infrastructure components

| 256 | | P7 | | MARKETING |

257	100	P71		Participate in marketing procurement
258				consulting engagement
259	100	P711	170	Qualify potential client
260	100	P712		Qualify potential client e-Req/Cat
261	100	P713		Develop assessment statement of
262				work (SOW) e-Req/Cat
263	100	P714		Develop assessment statement of
264				work (SOW)

265		P8		PROCESS
266				
267	102	P81	156	Customer process introduction
268	102	P811		Conduct customer introduction to
269				Golden procurement and A/P
270				processes

271	102	P82		Process reviews with customer -
272				procurement and A/P
273	102	P821	344	Review procurement processes with
274				customer
275	102	P822	342	Review A/P processes with customer

276	102	P83		Assess customer impact on internal
277				Enterprise workload
278	102	P831		Identify current and potential
279				supplier catalogs for customer
280	102	P832	340	Perform assessment of customer
281				purchasing business

282	103	P84		Process alignment customer/Golden
283	103	P841		Determine GAPs between customer and
284				golden processes
285	103	P842		Perform process GAP resolution

286	103	P85		BMP process and procedures management
287	103	P851		Codes and procedures
288	103	P852	348	Update and review process
289				management & procedures manual

290	103	P86		Supplier readiness
291	103	P861	210	General supplier introduction
292	103	P862		Manage trading partner - EDI
293				suppliers

294	103	P863	346	Establish ASAP suppliers for customer (ASAP = a SAP supplier not requiring a buyer)
295				
296				
297	103	P864		Manage customer supplier outline agreements
298				
299	103	P865		Customer freight procedures
300	104	P866		Supplier memo mailing
301		P9		PROJECT MANAGEMENT
302	102	P91	180	Initiate project planning
303	102	P911	160	Confirm project scope and implementation strategy
304				
305	102	P912		Confirm project organization and assign resources to roles
306				
307	102	P913		Prepare and validate project plan and procedures
308				
309	102	P914		Establish project team working environment
310				
311	102	P915		Orient project team
312	102	P92	150	Confirm and refine project management standards and procedures
313				
314	102	P921		Confirm and refine issue management plan
315				
316	102	P922		Confirm and refine project documentation
317				
318	102	P923	152	Confirm and refine quality assurance standards
319				
320	102	P924		Create team building plan
321	102	P93		Confirm implementation strategies
322	102	P931		Confirm system configuration standards
323				
324	103	P9311		Customize image offering
325	103	P9312		Validate and customize image core application change request
326				
327	103	P93121		Refine and validate final customization for image
328				
329	102	P932		Confirm CR/PTR process
330	102	P933		Confirm testing strategy
331	102	P934		Confirm production support & operations strategy
332				
333	102	P935		Confirm SAP production system management strategy
334				
335	102	P936		Confirm e-Req/Cat production system management stategy
336				
337	102	P937	282	Confirm network/computing strategy
338	102	P938		Confirm vendor conversion strategy

339	102	P94	162	Prepare project team
340	102	P941		Conduct kick-off meeting
341	102	P942		Conduct project team standards
342				meeting
343	102	P943		Conduct project team training
344	102	P95	352	Define production support plans
345	102	P951		Define system management SAP
346				resource requirements
347	102	P952		Define system management e-Req/Cat
348				resource requirements
349	102	P953		Define production support accounts
350				payable plan
351	102	P954		Define production support CSC plan
352	102	P955		Define production support general
353				procurement plan
354	102	P956		Confirm SAP system authorizations
355				for project team
356	102	P957		Confirm Req/Cat access control list
357				(ACL)
358	102	P958		Define system management image
359				resource requirements
360	102	P96		Initial quality assurance review
361	102	P961		Initial QA review
362	103			
363	&104	P97		Review project status and refine project
364				plan
365	103,			
366	&104	P971		Conduct project team status
367				meetings
368	103			
369	&104	P972		Conduct steering committee meetings
370	101	P98		Obtain customer approval
371	102	P981		Won bid analysis/transition to
372				implementation team
373	102	P982		Won bid analysis/transition to
374				implementation team e-Req/Cat
375	101	P983		Conduct lost bid analysis
376	101	P984		Conduct lost bid analysis e-Req/Cat
377	104	P99		Validate production support
378	104	P991		Validate SAP production support for
379				system management
380	104	P992		Validate production support for
381				accounts payable
382	104	P993		Validate production support for CSC

383	104	P994		Validate production support for general procurement
384				
385	104	P995		Validate Req/Cat production support for system managment
386				
387	105	P996		Validate education & training production support activities
388				
389	104	P9A		Perform go live project office activities
390				
391	104	P9A1		Ensure go live check lists activities
392				
393	104	P9A2		Go/no-go decision for go live
394	103			
395	&104	P9B		Interim quality assurance reviews
396	103			
397	&104	P9B1		Interim QA reviews
398	105	P9C	244	Post-implementation quality assurance review
399				
400	105	P9C1		Post-implementation QA review
401	105	P9D		Production support review
402	105	P9D1		Confirm production environment
403		PA	REQ/CAT	
404	102	PA1		Identify customer responsibilities for Req/Cat
405				
406	102	PA11		Identify country/global administrators & neg. con person
407				
408	102	PA12		Perform country administrator education
409				
410	103	PA2		Prepare and load Req/Cat catalog data
411	103	PA21		Perform Req/Cat catalogue tasks
412	104	PA3		Req/Cat production readiness
413	104	PA31		Confirm Req/Cat for production environment
414				
415	104	PA32		Set up Req/Cat tables in production
416	104	PA33		Prepare Req/Cat production copy
417	104	PA34		Execute Req/Cat go live checklist
418		PB	SAP	
419	103	PB1	254	Conduct SAP functional detailed fit gap analysis
420				
421	103	PB11	250	Confirm SAP organizational hierarchy
422				

423	103	PB12		Define the SAP functional detailed
424				fit
425	103	PB13		Resolve SAP functional gaps
426	103	PB2		Produce custom SAP programs
427	103	PB21		Develop and validate SAP custom
428				programs
429	103	PB3	252	Configure SAP offering
430	103	PB31		Confirm and refine implementation
431				guide
432	103	PB32		Confirm and refine SAP initial
433				settings and organizational
434				structure
435	103	PB33		Confirm and refine SAP end user
436				authorization profiles
437	103	PB34		Refine and validate final SAP
438				configuration
439	103	PB4		Customize SAP offering
440	103	PB41		Validate and customize SAP core
441				application change request
442	103	PB42		Refine and validate final
443				customization for SAP
444		PC		TESTING
445	103	PC1	256,260,322	Perform preparation activities for
446				testing (both Req/Cat and SAP)
447	103	PC11		Confirm and refine test case
448				templates
449	103	PC12	258,326	Build comprehensive test plan
450	103	PC13		Develop test environment plan
451	103	PC14		Create test case specifications
452	103	PC15		Build/reuse test cases
453	103	PC16		Determine testing tools
454	103	PC17		Review and validate comprehensive
455				test plan
456	103	PC2	216	Perform comprehensive testing
457	103	PC21		Perform unit test
458	103	PC22	262	Perform component test
459	103	PC23	264,328	Perform integration test
460	103	PC24		Administer network/computing
461				performance monitoring
462	103	PC25	266,330	Perform system test
463	103	PC26	220	Perform user acceptance test
464	103	PC27		Perform other required testing
465	103	PC271		Support comprehensive image testing

466	103	PC28		Support comprehensive e-Req/Cat
467				testing
468	103	PC29		Support comprehensive SAP testing
469	103	PC2A		Support comprehensive image testing

470		PD		TRANSITION MANAGEMENT

471	101	PD1	172	Introduce transition management
472				(assessment)
473	101	PD11	172	Develop initial assessment of
474				client
475	101	PD12		Provide transition management
476				workshop presentation

477	102	PD2	154	Model transition management (project
478				preparation)
479	102	PD21		Provide transition management
480				strategy
481	102	PD22		Evaluate cultural impact of
482				solution
483	102	PD23	300	Develop/confirm transition
484				management plan

485	102	PD3		Develop communication plan (project
486				preparation)
487	102	PD31	304	Build/confirm campaign plan
488	102	PD32	302	Update communications trategy
489	102	PD33		Deliver announcement/kickoff
490				communication

491	103	PD4		Initialize transition management (design
492				and development)
493	103	PD41		Create incentive/reward program
494	103	PD42		Assess supplier impacts related to
495				transition management
496	103	PD43		Assess Enterprise support impacts
497				related to transition management
498	103	PD44		Design detail go live
499				material/activities
500	103	PD45	308	Create policy changes
501	103	PD46		Identify/plan for security
502	103	PD47		Detail process transition plan
503	103	PD48	306	Detail human resources plan
504	103	PD49		Detail employee relations plan

505	104	PD5		Ensure transition management activities
506				(deploy)
507	104	PD51	350	Ensure new process management
508				system in place

509	104	PD52	222	Perform client readiness assessment
510	104	PD53		Perform transition management go
511				live activities
512	104	PD54	240	Manage human resources activities
513	105	PD6		Communication (support)
514	105	PD61		Thanks to users/suppliers
515	105	PD7		Validate transition management (support)
516	105	PD71		Monitor human resource issues
517	105	PD72		Assess effectiveness of transition
518				management program
519	105	PD8		Perform post implementation survey
520				(support)
521	105	PD81	242	Administer post go live survey
522	105	PD82		Present and act upon survey
523				findings
524		PE		NOT CATEGORIZED
525	104	PE1	200	Perform go live process activities
526	104	PE11		Allocate buyer codes to commodities
527	104	PE12		Enter blanket orders
528	...	PE2		Table template document
529	...	PE21		Table template document

Project Assessment 101

Referring to Figure 3 in connection with Figure 2, project assessment phase 101 follows pre-sales phase 100, during which marketing makes its initial contact with the prospective client, or customer.

After initial contact from marketing 118, the main thrust of Assessment Project 101 is to provide an integrated, cross-functional customer solution to the client. An assessment team is led by the Business Office 120, but requires input and participation from the project leaders of Architecture 122, Transformation Management 136, Business Process 112, EDI 114, and Application Development 116.

Assessment 101 begins with a complete review of the client's current general procurement and accounts payable processes. This includes debriefing the initial marketing team 118, instructing the project leaders 126, and accumulating all other relevant data available about the client's processes, tools, and organizational structures. The Assessment Team then defines an integrated customer solution that covers technical, educational, and Human

Resource issues.

The delivery of the Workshop is intended to present an overview of the customer solution, initiate discussions on process analysis and strategic implementation, and
5 confirmation of the solution fit. Specific goals of a workshop phase within assessment stage 101 include the following:

(1) Prepare and deliver a presentation to the customer defining the service offering, including any essential
10 documentation on the offering, and a demonstration of the end-user tool(s), as applicable.

(2) Collect area specific information and customer requirements on network process sourcing, procurement, accounts payable, and finance; and EDI, I/T, and
15 transition management.

(3) Identify high level gaps in each such area.

(4) Identify additional high level requirements for new
20 process support, and for conversion requirements, including requirements for commodity structure, account structure, vendor, and contracts.

(5) Identify interface requirements, including requirements for HR, cost center, catalogs, ledger, information warehouse.

(6) Validate accounting for project, appropriation, contract, job, tax reporting, currency, and check reconciliation.

(7) Identify requirements for network, EDI, testing, and application development including new reports, new interfaces, and new features.

(8) Assemble a high-level gap analysis.

(9) Create a high-level Customer Scope Document.

(10) Confirm the recommended solution.

At the completion of the workshop phase, the assessment team 106 convenes to develop and cost the final customer solution and proposal. At this time, the members of assessment team 106 assemble, understand, and validate the collected data; review standard proposal options with assumptions and identify items that apply to this client; create a draft of the proposal including scope, risk,

schedule, and resources; review the draft with team and other project members to obtain sizing and costing information for each area; compile costing information to add to the proposal; and perform QA review of the system

5   integration, application development, managed operations (including service delivery center (SDC), application IT, and Process Operations) proposals, and of the overall proposal.

       The resulting proposal is delivered or presented to the

10   client. Final Assessment activities include follow up query responses and, should the proposal be declined, a loss analysis. This loss analysis feeds back into assessment process 101 to improve its overall effectiveness and efficiency.

15   Referring to Table 4, summary tasks pertaining to assessment stage 101 are listed, together with included detail tasks. For each task, a template 440 or 520 is maintained in data base 70, and accessed by team 108 members and others through summary view 400 to track progress

20   (including viewing, updating, sharing, and approving) during this assessment stage 101.

Project Preparation 102

Referring further to Figure 3, project preparation
stage 102 sets up the project, initializes detail planning,
and models the plan for making the transition from the
client's legacy system and process to the new system and
process (or, offering).

A critical element of this stage is to ensure resources
are assigned to transition management 136, both from the
project implementation team 126 as well as from the client.
During this stage the transition activities required for a
smooth migration from the old client process and system to
the new service offering are modeled. The result is a
detailed transition management plan that is specifically
designed for the client. Stage 102 tasks and deliverables
include the following:

(1)   Perform analysis on the client HR environment,
       including organization structure and relationships,
       labor relations, management, administration, and end
       user roles and responsibilities, and the general HR
       environment.

(2)   Develop and approve the detailed transition management and communication plan.

(3)   Update the client specific transition management strategy.

5   (4)   Define the quality assurance (QA) process required to assure that a project conforms to documented standards and meets documented requirements. The purpose of this task is to confirm the quality assurance standards between Enterprise and the client, and identifies the

10   tasks that are to be audited by the Enterprise Technical Center.

The QA review is a beneficial process for the project as it timely recognizes potential risk areas and reduces the possibility of project delays while achieving faster

15   implementation, attaining low cost and increasing the customer's level of confidence. Deliverables of the QA review task include the following:

(1)   Confirm and refine quality assurance standards with the customer.

20   (2)   Confirm that technical requirements can be met.

(3)   Confirm that business and financial measurements can be met.

(4)   Confirm that the proposal is complete and the required
5   processes have been followed.

(5)   Establish QA schedule for the project.

Integration of all critical Enterprise and client team members provides the glue to assure a smooth project. By completing the detailed tasks within project preparation
10   stage 102, the recommended implementation standards, procedures and strategies for the project are shared with the technical and business functional members of the project team as well as with the customer. All team members have input in this process, and understand the basic procedures,
15   once they have been agreed to. These procedures, documented in summary and detail task templates listed in Table 4, include the following:

        Configuration Standards
20   CR/PTR Process
        Testing Strategy
        Production Support and Operations Strategy
        SAP System Management Strategy

Req/Cat System Management Strategy

Network Computing Strategy

Vendor Conversion Strategy

Project Design and Development 103

5   Referring further to Figures 3, project design and

development phase 103 provides and documents in a database

of templates referred to as a Playbook, the business

controls, transformation management, and SAP and Req/Cat

customization required for an integrated approach to a

10   complete customer solution.

       During this stage 103, business controls 132 provides a

comprehensive process that identifies key control points and

establishes detailed procedures to assure a quality

installation. The deliverables include documentation,

15   separation of duties, sensitive programs, logical access

control, logging (audit trail), change control for tables,

change control for programs, system testing, input controls,

processing controls, error handling controls, output

controls, balancing and reconciliation, vital records and

20   disaster recovery, records management, reports, local area

network (LAN), and country specifics, as described below:

(1) Documentation: an assessment of the quality and
      completeness of existing program documentation and a
      determination of the degree to which programs could be
5   efficiently reconstructed if they were destroyed.

(2) Separation of duties: the duties of the programmer,
      computer operations, and user groups are reviewed to
      ensure that separation of duties problems do not exist.
      No one individual can control activities within a
10   process (or any event in a string of events) in a way
      that permits errors of omission, or commission of
      fraud, theft, etc., to go undetected.

(3) Sensitive programs: controls must be in place to
      prevent unauthorized modification and/or use of the
15   application.

(4) Logical access control: while programs are generally
      controlled by a site procedure, application data has a
      formal access control mechanism.

(5) Logging (audit trail): a logging mechanism is
20   established to ensure the audit trail is correct.

(6) Change control (tables): a change control system is put in place to evaluate, justify and control changes to tables.

5 (7) Change control (programs): a change control system is put in place to evaluate, justify and control changes to programs.

(8) System Testing: system testing procedures are effectively planned and carried out to ensure that

10 controls are successfully tested and documented.

(9) Input controls: to insure accuracy and completeness of information entering an application.

(10) Processing controls: controls are applied for entry of data into the computer application system that ensure

15 accuracy and completeness of data during computer processing.

(11) Error handling controls: controls for error handling and reprocessing of transactions.

(12) Output controls: output controls ensure the integrity

of the output data from conclusion of computer processing to delivery to the user.

(13) Balancing and reconciliation: verifies that procedures to reconcile output to input are effective.

(14) Vital records and disaster recovery: disaster recovery is designed to provide for the continuity or rapid system restoration of a business process immediately following a natural or man-made emergency or disaster.

(15) Records management: verify that information is managed with sound business practices and controls.

(16) Reports: verify that reports are distributed properly.

(17) Local Area Network (LAN): Refer to ITCS 201, "Security Standards for Local Area Networks and Distributed Computing."

(18) Country specifics: verifies that any questions particular to this specific country are completed.

Req/Cat is a requisition and catalog product designed, developed, and maintained by Enterprise for use in systems

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such as those developed in this stage 103.

SAP is an financial and accounting package which an enterprise or company may license for its own use and for its customers. SAP configurators that customize package programs to fit the needs of the client are provided for use during design and development stage 103. All other installations of SAP are "off the shelf", with the client changing its internal structures to fit SAP requirements.

Transition management is the most overlooked part of any implementation process. It is critical to address the corporate culture and personality at the earliest contact. Strategic and tactical plans may then be developed that guide the implementation through "Go Live" and for an agreed period thereafter. The purpose of transition management steps of the design and development stage 103 is to provide guidance to the development team members as they work with the client to institute policy changes that might be introduced as part of the implementation of the new process and system. Necessary changes to the legacy system are identified and a plan developed to announce and introduce changes in policy. Policy change includes key business rules that are part of the management system for purchasing and procurement. They may be associated with approval

levels or procedural changes in the new system. The target
is not the day to day operation but management decision and
support systems that might be affected. The areas addressed
include:

5   Measurements (old and new)

           Management system

           Approval levels

           Supplier contacts and contracts

           Reward systems

10   Incentive Plans

           Security

           Employee and user changes

    All of these areas require strategic and tactical planning
    that includes the following steps:

15

    (1) Identify the current (legacy) system or process and
         compare it to the new process or system to be
         implemented to identify gaps.

20 (2) Develop specific recommendations for gaps between the
         legacy and the new system or process, identifying the
         level of sensitivity and whether or not action is
         required as part of the transition.

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(3)   Determine the announcement and transition (or, cut
        over) date for each action identified.

5   (4)   Design a communications plan to build the message and
        media for communicating the changes to affected
        parties.

        (5)   Design a process transition plan to ensure the elements
10   of change are integrated into the overall plan for the
        process.

        (6)   Determine how the policies must be modified according
        to new standards and procedures

15

        (7)   Determine what new policies and procedures will be
        implemented as part of the process and system.

        Finally, integration of the above design and
20   development stage 103 process steps along with the technical
        teams involved allow the delivery of a cross-functional
        solution under one unified and managed plan.

Referring again to Figure 3, project deployment phase 104 uses the Playbook to improve deployment of (1) quality, or application systems control and auditability (ASCA), (2) transition management, and (3) integrated project management systems and procedures.

1. Quality (ASCA)

A business controls team provides dedicated resources throughout the life cycle of the project. During the project development stage 103, this team has planned and executed an ASCA self-assessment that has covered an extensive list of technical, business, financial, and client issues. In this deployment stage 104, its members are responsible for managing an independent audit that will cover the same areas. The independent auditors then issue an acceptance position that is required before the client can "Go Live" with the new system and process. Deployment stage 104 activities include:

(1) Create the project plan for ASCA Review preparation activities.

(2) Determine which Enterprise organization will conduct the ASCA and business controls review.

5 (3) Prepare all ASCA documentation required for the review.

(4) Prepare all sub-process overviews and descriptions of process flow.

10 (5) Ensure the test plan includes those elements of the ASCA checks required to ensure business controls, separation of duties, and authorization matrices, data integrity and security.

15 (6) Create, update and complete all required documents of understanding (DOU's) & service level agreements (SLA's).

(7) Ensure the separation of duties matrix (SOD) is current 20 at time of final review.

(8) Review all testing and obtain test approvals.

(9) Ensure all approvals have been obtained and signed 25 approval forms available for ASCA Review. These

include approvals for process ownership, ASCA
requirements, self-assessment and system cutover.

2. Integrated Project Management

5   During this deployment stage 104, project manager 126
has the task to validate and confirm that all checklists and
status are acceptable prior to Go-live. This includes the
readiness of all aspects of the project, and once satisfied,
a review is conducted and the customer's formal sign-off for
10   Go-live is obtained. Status transition management and
client readiness assessment and confirmation activities
include verification that:

(1)   No critical open issues exist in any area.

15   (2)   All relevant aspects of readiness have been included in
       the status check.

(3)   Network and computing performance testing is complete.

20   (4)   System test is complete.

(5)   User acceptance test is complete.

(6)   System management production environment Go-live

      checklist is complete.

(7)   Any needed CR's and PTR's have been generated.

5

(8)   Production support is in place.

(9)   Supplier readiness is reviewed and accepted.

10   (10) Service provider readiness is confirmed.

(11) Enterprise GP readiness is confirmed.

(12) Review of the compiled check information is completed.

15

(13) Customer sign-off on the Go-Live decision is obtained.

3.   Transition Management

      A transition management team prepares for the

20   deployment, or "Go Live" of the client solution. During

this deployment stage 104 in the project, virtually all

technical problems are resolved and systems configured. The

client is now ready to deploy and the human factors must be

aggressively managed to assure a smooth transition from the

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legacy systems to the improved client solution. Transition

management activities within deployment stage 104 ensure

that organization, measurements, management, support, and

labor relations functions are developed, explained,

5   reviewed, understood, in place or on schedule, as

appropriate.

(1)   Organization: organizational changes for Go-Live,

updated communications plans, feedback mechanism for

10   persons displaced by changes in organization, and the

new organization.

(2)   Measurements: changes in measurement system, plan to

cut over to the new measurements, and communications

explaining the new measurements, including how they are

15   derived, how they are used and their importance to the

business.

(3)   Management: changes in management or management

responsibilities, communications explaining the changes

in management structure, and why it is important to the

20   clients' organization, the management chain and path

for escalation of issues, normal business reports and

their use.

(4)   Support: support structure for both client and
      technical support.

(5)   Labor Relations: activities associated with the loss of
      a job role, plan to notify the affected people,

5   communication plan for providing information to
      remaining employees on the reasons for the changes and
      for fostering support for the new process.

      Integration of the cross-functional teams to accomplish
      the deployment of the customer solution is facilitated by

10   use of the system and data base structure of the preferred
      embodiment of the invention.

Ongoing Project Support 105

      Referring further to Figure 3, project support stage
      105 enables project teams, all of which have continuing

15   responsibilities with the client after "Go Live", to provide
      the required ongoing support. As with all other stages,
      integration of the teams through the use of the systems and
      methods provided by the invention, including transition
      management systems and methods, is greatly facilitated. It

is a characteristic of the preferred embodiment that each of these areas has specific predetermined plans, actions and responsibilities, and these are audited and tracked through a GP/AP development and deployment system.

5   During support stage 105, transition management 136 delivers an approved detailed questionnaire with quality questions in a logical format that allows end-users to express their opinion and provide information that meets the survey objective. Support stage 105 includes a plan for

10   communicating the survey results to the participants and taking action in response to the survey results. This stage also incorporates a continuing education plan for training new employees as well as continually updating the material so that reflects the latest version of the application.

15   The survey in stage 105 is structured to determine the end users' perception of the new system, system ease of use, response time from both the system and CSC (Customer Service Center), and customer knowledge level of processes and product. Results of the survey are compiled and presented

20   to the client and Enterprise Management Teams along with action plans, time tables, expected results for approval, and implementation. A Lessons Learned document is reviewed with the project team and appropriate adjustments made for

future engagements.

Project Manager 126 provides a quality function task after "Go Live". This task aims at checking the implementation of the EPS Offering to determine if anything needs special attention or focus. It is also the formal sign-off on the final delivery of the implementation by the customer. Its deliverables include:

(1) Customer accepts delivery of the EPS general procurement offering implementation and signs off.

(2) Action list on issues and CR/PTR's, if applicable.

(3) Formal transition of operational responsibility to operations 98 and support management 96.

(4) Preliminary business benefits evaluation.

The Req/Cat and SAP technical teams 128, 138 provide ongoing reviews and improvements to the client's process through the CR and PTR processes. These are formalized, documented processes with management controls to attain cost, schedule, and customer objectives.

As part of the new business process, support center 94 is established to provide long term assistance in any area of the application solution. This includes communication of feedback, real time application assistance, and special

5   requests for problems concerning data.

It is the planned integration of these multi-functional teams that provides an innovative solution to the customer.

Representative Path Implementation of Project Development Stage 103

10   Referring to Figures 3C, and 3F-3M, a series of steps illustrating an exemplary path through project development stage 103 will be described.

While steps 190-198, and 250-354 represent a path through development stage 103, other summary and detail

15   tasks designated in Table 4 as pertaining to stage 103 are typically included in the initial set of templates for this customer, and are also used as they are determined to be applicable. Some field entries are dynamic and changeable during the course of project development stage 103. The

templates are also editable for a particular project, and do not necessarily continue during use to conform to the original format.

In step 190, the Education team accesses detail task template P412 in the course of defining training requirements and approach. Template P412, Table 12, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the team through the steps for doing so, which include (1) customer E&T requirements defined, (2) customer specific process and training requirements defined and approved, (3) E&T approach defined and agreed to with the customer, (4) E&T deliverables defined and agreed to with the customer, (5) end-user documentation plan defined and approved, and (6) E&T strategy document completed and ready for customer review.

TABLE 12 DETAIL TASK: DEFINE TRAINING REQUIREMENTS AND APPROACH	
CREATION STATUS	
Category:	Education and Training
Team:	Education (Req/Cat, SAP)
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	2. Project Preparation
IMPORTANCE BUTTONS	
Education:	Yes

EN999117   60

Certification:	Yes
Auditable:	Yes
Critical path:	No

IMPLEMENTATION

5

Executed by:	Service Provider
Performed by:	Education & Training Specialist
Priority:	High
Work effort:	10 days
Sequence:	Six months prior

10 **DETAIL TASK DETAILS**

Description:

Having identified the customer's objectives, goals, and
commitment level for E&T, you can know provide a initial
strategy for how to approach and provide end-user training for
15 that customer. The information collected in this task will
provide the core documentation for the E&T strategy document.

Within this task we will identify, at a preliminary level, the
following items:

customer user audience(s) and knowledge levels
20 the logistical location of users
the existing and desired support structure
customer specific processes and requirements

By combining the above findings with the results from Detailed
Task titled Validate Customer Education & Training Objectives ->
25 the targeted training approach can be defined.

Prerequisites:

Customer E&T Objectives and Commitment Level Defined

Task steps:

1. Define the Customer Training Requirements and Scope
30 2. Establish client expectations and agreement to the best
approach for meeting the education needs.
3. Identify Customer Specific Processes for Training.
4. Identify the Targeted Training Approach
5. Define the education deliverables
35 6. Develop an end-user documentation plan
7. Compile E&T Strategy Document

Add the collected information to the E&T Strategy Document. ...

Deliverables:

EN999117   61

Education & Training Strategy Document sections for:
- Customer training requirement
- Customer specific process and training requirements
- Training approach defined and agreed to with the customer
- E&T documentation deliverables agreed to with the customer
- End-user documentation plan defined
E&T Strategy Document completed and ready for customer approval

Methodology attachments:

Education and Training Strategy =>

The methodology attachment provides a guide to developing the education and training strategy and plan necessary to implement the REQ/CAT - SAP system and process at the client location. It is expected this document will be used by service providers to guide the development and implementation of all training plans associated with a client engagement.

Critical to success is the validation of the client education and training objectives and the determination of specific training requirements and approach. Early in the client engagement it will be necessary to assess the readiness of the user community to accept the new system and process from an education perspective.

Clients have a wide range of options when it comes to developing and deploying an education plan. These range from simply providing access to a web based education

program for sophisticated users to stand up lecture for the uninitiated users or users that are not computer literate. This strategy suggest that it is important to determine early in the stage what type of education delivery will be used by the client or whether or not multiple delivery methods will be used.

In order to define an effective education and training program for a client, the customer's objectives and goals are for training must be understood. This is key as the training level, commitment, and objectives will vary widely depending on the customer. Validating, up front, the customer's objectives, desired approach, commitment level, support structure, and time restrictions will enable the definition and creation of an effective training program that is appropriate for that customer.

In step 192, the education and training specialist accesses summary task template P43 and subsidiary detail tasks in the course of validating and defining the details around the customer's end-users, the courses, the documentation, and general training organization. The subsidiary tasks are accessed to define customer user audiences and requirements, confirm user documentation requirements and standards, conduct detailed end-user task

analysis, assess user skills and training needs, validate

end-user courses and content, identify users and course

attendees, and define and notify training attendees.

Templates P43-P437 provide, either directly or by way of

5   links to other documents, instructions, flow charts, sample

questionnaires, report models and checklists for guiding,

coordinating and documenting the work of the education

specialist through these steps.

In step 194, the education team accesses detail task

10   template P443 in the course of setting up a system training

environment specific to the system in preparation for the

user training sessions.   Template P443 provides, either

directly or by way of links to other documents,

instructions, flow charts, sample questionnaires, report

15   models and checklists for guiding, coordinating and

documenting the work of the education team through the steps

for doing so, as illustrated in Table 13.

TABLE 13   DETAIL TASK: SETUP TRAINING SYSTEM ENVIRONMENTS

20

DETAIL TASK DETAILS

Task steps:

The future system production environment is simulated in the
training environment. Prepare the training environment by

considering the following:

1. Hardware Components
2. Software Components
3. Logon Access and Security
4. Set Up Training Data and Refreshment Procedures

In step 196, the education team accesses detail task template P446 in the course of arranging for the production, reproduction, and packaging of end-user documentation and training material to deliver to the client. The deliverables were defined when the Education & Training Strategy was prepared. Deliverables could also include any on-line files, site accesses, file transfers, etc. that the customer will need to conduct the training courses. Template P446 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the education team.

In step 198, the education team accesses detail task template P445 in the course of validating that the user training meets the objectives by conducting, at a minimum, an abbreviated pilot training course with the customer super users. The pilot training covers the basics of the training course including: material layout and format, training

structure and approach, class flow and objectives, and material usage (for training and reference). Template P445 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires,

5   report models and checklists for guiding, coordinating and documenting the work of the education team through the steps for doing so, including (1) determining the scope of the pilot test, (2) determining what data to collect and how to collect it, (3) producing test level training courseware and

10   materials, (4) conducing pilot training, and (5) analyzing results and revising training materials as appropriate.

In step 250, the SAP team accesses summary task template PB1 in the course of applying the Offering package to the future business model, and identifying the level of

15   fit and the level of gap, so that configuration design issues can be resolved. The functionality options from SAP that support the solution are chosen. In preparation for configuration activities, key package data elements (master data) to be loaded into the system are chosen and the SAP

20   hierarchy structure to support the customer organization is determined. The offering's golden package is mapped to the client's target business processes at both a functional and data level of detail. The transactions, menu paths, tables, and standard reports from the golden package that are

required to fulfill each functional and sub-functional requirement are identified. Requirements that the package cannot meet are identified and alternate solutions offered. Finally, the project plan is reviewed and updated.

5   Knowledge gained regarding project requirements is likely to impact the project scope.   Template PB1 and subsidiary detail tasks templates provide, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding,

10   coordinating and documenting the work of the SAP team.

In step 252, the SAP team accesses summary task template PB3. The purpose of this task is to configure SAP with specific items and information that are definable for each Customer. These changes represent the 20% of the SAP

15   Solution which is defined and changed by the service provider. Although these are definable by the service provider and do not represent a change to the Golden configuration, they still require a change request (CR) to be created in order to document and track the customer

20   configuration. Code changes to the Golden configuration represent the 80% of the SAP Solution and are standard defined. These changes are also referred to as customization changes, and require a change request.

Template PB3 and subsidiary detail task templates provide, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the SAP team through the steps for configuring a SAP offering.

In step 254 SAP requirements definition, the menu and navigational paths, with reference to various templates including summary task PB1 and subsidiary detail tasks, the transactions and standard reports which will fulfill the business processes and functions as described in the future model are identified, as are key tables and configurations.

In step 256, the testing team accesses summary task template PC1 in the course of creating a comprehensive testing plan. Template PC1, Table 14, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the team through the steps for doing so.

TABLE 14   SUMMARY TASK: PERFORM PREPARATION ACTIVITIES FOR

TESTING

CREATION STATUS

Category:	Testing
Team:	Testing
Offering type:	Req/Cat, SAP, Req/Cat & SAP
Stage:	3. Design & Development

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Milestone:	Yes
Critical path:	No

IMPLEMENTATION

Executed by:	Service Provider
Performed by:	Test Manager
Priority:	High
Work effort:	60 days
Sequence:	Four months prior
Support Resources:	Architect, Configurator, Application Developer, Procurement Analyst, Accounts Payable Analyst, Network Specialist

SUMMARY TASK DETAILS

Description:

This summary task incorporates the activities required to complete a comprehensive, detailed Testing Plan that encompasses all levels of testing listed in the Testing Strategy. In addition, develop plans for setting up the Test Environment across the testing levels, develop Test Case Specifications and Test Cases.

The following tasks are performed:

Detail and supplement the testing strategy to prepare a single, comprehensive testing plan that defines the objectives and scope, test method and procedures, starting and completion criteria, test organization, and test schedule for all levels of testing.

Prepare detailed plans for setting up, coordinating, and maintaining the testing environments and facilities that will be

used for incremental development, assembly and testing of the system components and integrated system and system interfaces.

Verify the comprehensive test plan with all interested parties.

Deliverables:

5   Test Case Template
       Comprehensive Test Plan
       Test Environment Plan
       Functional area Test Coverage Matrix
       Test Case Specifications
10   Test Tools Specifications

In step 258, the testing team accesses detail task template PC12 in the course of building a comprehensive test plan. Template PC12, Table 15, which is also accessed

15   during step 326, infra, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the test manager through the steps for doing so, including (1)

20   confirming and refining the test objectives, strategy, and scope for each level of testing, (2) defining the testing administration and control procedures for each level of testing, (3) reviewing and refining the test team organization component of the testing strategy, (4)

25   detailing the testing schedules for each level of testing, (5) assembling all the comprehensive test plan components and verifying that the plan is complete and ready for verification.

TABLE 15 DETAIL TASK: BUILD COMPREHENSIVE TEST PLAN

DETAIL TASK DETAILS

5 *Description:*

The purpose of this task is to implement the ground rules laid down in the Test Strategy document. The Comprehensive Test Plan supplements the Test Strategy based on the External and Internal Design Specifications and Test Case Specifications work.

10 It confirms the testing objectives, focus areas, and scope of testing, and details the procedures, starting and completion criteria, required testing resources and organization, testing schedule, and acceptance procedure for each level of testing .

Prerequisites:

15 Testing strategy
Test Cases Specifications
Test Environment Plan
System Architecture
Application Development Plan
20 Bridge Control Point Matrix
Process Control Point Matrix
Customer Specific test requirements

Task steps:

Complete and detail the test planning for each of the levels of
25 testing specified in the Testing Strategy. Perform the following steps:

Confirm and refine the test objectives, strategy, and scope for each level of testing.
-Make sure these components of the testing strategy are still
30 complete and agree with the external and internal design specifications.
-Clarify the objectives of that testing level as part of the overall process of removing defects.
-Clarify the scope of business and technical functions and
35 features to be tested.
-Clarify the types of tests to be conducted and the structure of the test cases.
...

Assemble all the comprehensive test plan components and verify
40 that the plan is complete and ready for verification.

Deliverables:

A Comprehensive Test Plan detailing:

TESTING METHODS
ENTRY/COMPLETION CRITERIA
5   TEST RESOURCES AND SYSTEM
TEST SCHEDULE
ACCEPTANCE PROCEDURES

Methodology attachments:

Sample of a Comprehensive Test Plan ->

10   ——

In step 260, SAP customer review and transports, a user

acceptance test, using summary task template PC1 and

subsidiary detail tasks, is developed for demonstrating the

newly developed system to the client's user community,

15   validating its operability in actual application, and

obtaining final approval. The acceptance testing is

conducted in the client's operating environment, or one that

closely simulates that environment, and verifies that the

system meets user requirements as specified. After the

20   client has accepted the results of the system test, SAP is

transported to the production environment.

In step 262, the testing team accesses detail task

template PC22 in the course of performing the component

test. The purpose of Component Testing is to test the

25   configured, customized SAP "Golden Configuration", the

customized e-Req/Cat configuration, the customized Image

configuration and standard reports, as identified in the
test plan. The end result of component test is to provide
thoroughly tested system into which the bridges, gaps, and
extensions, modifications, and/or custom reports can be

5   integrated. At this stage, testing takes place on the QA
system. A subset of test cases used for this component test
will be used as part of the follow-on testing base for use
in Integration, User Acceptance and/or System Test.
Component testing uses mainly a black box method (data

10   driven or input/output driven testing). Template PC22
provides, either directly or by way of links to other
documents, instructions, flow charts, sample questionnaires,
report models and checklists for guiding, coordinating and
documenting the work of the testing team through the steps

15   for doing so, including (1) executing component test cases
by test team, (2) tracking and documenting component test
results, including obtaining signoffs, (3) classifying and
filing component test cases for reuse, (4) performing
analysis on major errors of component test, and (5)

20   reviewing signing off on component testing.

In step 264, the testing team accesses detail task
template PC23 in the course of performing the integration
test. Template PC23, which is also accessed in step 328,
infra, provides, either directly or by way of links to other

documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the testing team through the steps for doing so as listed in Table 16.

5
TABLE 16   DETAIL TASK: PERFORM INTEGRATION TEST

CREATION STATUS

Category:	Testing
Team:	Testing
Offering type:	Imaging Implementation, Req/Cat Implementation Only, SAP Implementation Only, SAP & Imaging Implementation, Req/Cat & Imaging Implementation, Req/Cat & SAP Implementation, SAP & Imaging Implementation
Stage:	3. Design and Development

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes

IMPLEMENTATION

Executed by:	Service Provider
Performed by:	Tester
Support Resources:	Accounts Payable Analyst, Application Developer, Business Controls Analyst, Configurator, Customer, EDI Specialist, Image Admin, Ledger Expert, Procurement Analyst, SAP Admin, Vendor Group Specialist, Req/Cat Admin
Priority:	High
Work effort:	510 days
Sequence:	3 months prior

DETAIL TASK DETAILS

Description:

Integration Test validates the Integrity of the Offering in the

Client's integrated environment by testing a chain of Business Processes which flow together, including interfaces to legacy systems, testing of conversion programs, custom developed reports, system hardware, and software.

This is the test level where the applications development work is integrated with the process definition and system customization.

Integration test includes the testing of all Control Points directly related to, or supported by, the bridge/interface being tested, including any and/all control reports.

Integration test takes place on the QA system and uses mainly a black box method (data driven or input/output driven testing).

Prerequisites:

Unit and Component Tests are complete.
Test coverage matrix and fully documented test cases are available and approved by the project test team
All system configurations and programs are successfully transported to the QA system.
Bridge configuration and setup is completed by Systems Management Team, as required.
Production data or similar is available for use during Integration Test.

Task steps:

1. Execute Integration Test Cases...
2. Track Integration Test Results...
3. Classify and File Integration Test Cases for Reuse
4. Perform Analysis on Major Errors of Integration Test
5. Obtain sign-off from Customer, Test Manager, and Business Controls Representatives

Deliverables:

A Major Errors Analysis Report and Action Plan which contains the evaluation of the causes of major errors, and recommends actions that will prevent recurrence of similar errors.
All test cases have been executed and errors identified.
All Severity 1&2 errors have been corrected and regression tested.
All Severity 3&4 errors have been identified with action plans and dates for closure.
Test results have been reviewed and approved by the Customer, Test Manager and Business Controls (ASCA Team).

Methodology attachments:

Sample of a completed Integration Test Case ->
Sample of Control Points Matrix (Bridges) ->

In step 266, the testing team accesses detail task template PC25 in the course of performing the system test. The purpose of System Testing is to test the complete system for all Business Functions and Business Control Points to satisfy the acceptance criteria prior to production cutover. System test takes place on the QA System and uses mainly a black box method. Template PC25, which is also accessed in step 330, infra, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the testing team, supported by Accounts Payable Analyst, Application Developer, Business Controls Analyst, Configurator, Customer, EDI Specialist, Image Admin, Ledger Expert, Procurement Analyst, SAP Admin, Vendor Group Specialist, and Req/Cat Admin, through the steps for doing so, including (1) executing system test cases, (2) running regression test, (3) identifying severity 3 & 4 errors, (4) documenting system test results, (5) reviewing system test results, and (6) obtaining sign off for system test.

In step 270, shown in Figure 3G as part of stage 103, but which may as well be included in stage 102, the

architecture team 122 accesses detail task template P651 in the course of developing and managing a bridge architecture implementation work plan. Template P651, Table 17, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the architecture team through the steps of this task.

TABLE 17   DETAIL TASK: DEVELOP AND MANAGE BRIDGE ARCHITECTURE IMPLEMENTATION WORK PLAN

CREATION STATUS

Category:	I/T
Team:	Architecture
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	2. Project Preparation

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	Yes

IMPLEMENTATION

Executed by:	Service Provider
Performed by:	Architect
Priority:	High
Work effort:	5 days
Sequence:	4 months prior

DETAIL TASK DETAILS

Description:

In previous tasks, the architecture team has worked with the customer to gather information relating to the Bridge Architecture Infrastructure. This information has been compiled and documented into the suggested format and represents a full set of requirements to implement the selected service offering. This task requires the implementation team to document all gaps identified by comparing the standard bridge architecture to the requirements, develop an Architecture Implementation work plan, complete the requirements specifications and obtain agreement from customer on those specifications.

Prerequisites:

All bridge architecture requirements documentation must be complete

Task steps:

1. Define Architecture Implementation Work Plans ...
2. Submit Change Requests ...
3. Develop Interlock Planning Summary Spreadsheet...
4. Update Project Status Forms with Architecture Implementation ...
5. Schedule & Conduct Plan Interlock Meetings ...
6. Validate Requirements Specification within CR Form ...
7. Obtain Sign Off of Requirements Specification ...

Deliverables:

Submitted CR forms
Planning Summary Spreadsheet
Implementation Team AD Work Plan
Customer AD Work Plan
Updated Lotus Notes Project Status Form (check with Phil regarding databases to be used with Playbook)
Plan Interlock Schedule
Sign Off on Requirements Specifications

Methodology attachments:

Refer to the Define Bridge Architecture Project Objectives Document detail task for the following attachments =>

I/T POD attachment

Refer to the Perform Bridge Architecture Integration Point Interfaces Work Session detail task for the following attachments   =>

Planning Summary Spreadsheet

The following document link contains all additional attachments

needed to complete this task   =>

Lotus Notes Project Status Form
Sample Plan Interlock Schedule
Requirements Specification Document

5 _____

In step 272, the architecture team accesses detail task

template P6B1 in the course of developing a detail

architecture requirements definition. In this task all

process flows and architecture diagrams for all new bridges

10   and application extensions and the control point matrix are

completed. A detail architecture package is compiled,

validated and handed off to the appropriate teams to enable

development of changes and extensions and configuration

actions required for the selected service offering.

15   Template P6B1 provides, either directly or by way of links

to other documents, instructions, flow charts, sample

questionnaires, report models and checklists for guiding,

coordinating and documenting the work of the architecture

team through the steps of this task. Links are provided to

20   the following documents required to perform this task:

=>   Perform Bridge Architecture Integration Point

Interfaces Work Session detail task

=>   Define Bridge Architecture Project Objectives Document

25   detail task

=>   Develop & Manage Bridge Architecture Implementation

Work Plan detail task

=>   Schedule and Conduct Weekly Interlock Meeting detail

task

In step 274, the service delivery team accesses summary

5   task template P6C in the course of validating system

infrastructure requirements. This task also may pertain to

stage 2, and is thus indicated in Table 18. Template P6C

provides, either directly or by way of links to other

documents, instructions, flow charts, sample questionnaires,

10   report models and checklists for guiding, coordinating and

documenting the work of the service delivery team through

the steps of this task, as set forth in Table 18.

TABLE 18   SUMMARY TASK: VALIDATE SYSTEM INFRASTRUCTURE
REQUIREMENTS

CREATION STATUS

Category:	I/T
Team:	Service Delivery
Offering type:	Req/Cat Implementation Only, SAP Implementation Only, Req/Cat & SAP Implementation
Stage:	2. Project Preparation

SUMMARY TASK DETAILS

Description:

In this section of the playbook, the Network / Computing
implementation team is conducting review sessions with the
customer to analyze the current system infrastructure and

framework. All initial data is gathered by the respective team members and compiled into a manageable format. The implementation team members compare the gathered / compiled information to pre existing requirements for the selected service offering. The differences are documented as high level gaps on the change request form as well as possible solutions for these gaps. All information is then reviewed with the customer and the implementation team members for agreement. By completing this section of the playbook, the system infrastructure requirements and documents are being created.

This summary task incorporates all detail tasks required to complete the following:

Define and document current customer system infrastructure
Obtain and document requirements to support the infrastructure of the selected service offering
Organize the current information into a format useful for assessing infrastructure requirements and infrastructure design
Ensure this information is complete and well understood
Assess infrastructure requirements
Understand the expected changes required to the current infrastructure
Develop requirements
Document gaps

Most of the infrastructure will be dictated by the service offering package selected by the client. Also by using the tools within the detail tasks of this section, capacity requirements of the system hardware, and software required to support the desired level of business activity can be estimated.

Deliverables:

Network / Computing Infrastructure Requirements Specification: Gathers all the relevant requirements that influence the infrastructure design, as input to the subsequent design tasks.

Business Network / Computing Environment...

In step 276, the SAP and Req/Cat teams access detail task template P341 in the course of application development. The purpose of this task is to develop Custom Programs (interfaces, conversion programs, and additional custom functionality) required to produce a fully configured,

operational system, meeting all the Client's Business

Requirements. Template P341 provides, either directly or by

way of links to other documents, instructions, flow charts,

sample questionnaires, report models and checklists for

5 guiding, coordinating and documenting the work of these

teams.

TABLE 19   DETAIL TASK: VALIDATE AND CODE BRIDGE CHANGE REQUESTS (SAP AND REQ/CAT)

10

CREATION STATUS

Category:	Configuration
Team:	Req/Cat
Offering type:	Req/Cat, SAP, Req/Cat&SAP
15 | *Stage:* | 3 |

DETAIL TASK DETAILS

Description:

The purpose of this task is to develop Custom Programs
(interfaces, conversion programs, and additional custom
20 functionality) required to produce a fully configured,
operational system, meeting all the Client's Business
Requirements.

This includes activities like:

- write programs required to convert data from currently
25 existing systems into Req/Cat format.
- write interface programs to and from external systems
- construct customized tables, screens, and reports
- ensure that custom programs being developed and requiring
integration with the system undergo complete integration testing
30 - discuss and resolve integration conflicts
- test and document all programs
- integrate with the customer's current e-mail system

Prerequisites:

Approved Change Request

Custom Programs Specifications

Task steps:

In order to develop and validate unique client specific Custom developed programs, perform the following steps:

5   1.   Review Specifications in Change Request...

2.   Produce Detailed Design document for Custom Programs
Based on the CR Specifications, document the detailed design of the solution for the Custom program. ...

3. Conduct Interlock meetings with SAP, customer, and
10   Architecture teams...

4.   Code all identified custom developed programs ...

CODE CUSTOMIZATION PROGRAMS
this will produce new tables not supplied by the Golden Configuration that are required to support the Client's specific
15   business needs. Building these programs will be accomplished with the use of Req/Cat supplied development tools.

CODE INTERFACE PROGRAMS
this will produce all programs required to pass data from the Req/Cat Offering to external systems and to receive data into
20   the Req/Cat Offering from external systems. These programs will include the selection of the correct data, converting the data, if required, and any other routines for reconciling the data between systems.

CODE CONVERSION PROGRAMS
25   this will produce any programs that are required to convert the data required of the new Req/Cat system from the Client's currently existing data. If extensive clean up of currently existing data is required, then that effort must already have been completed.

30   5.   Conduct "peer" review by the programmers

6.   Perform Unit Testing

7.   Conduct GWA Standards Review... Note: This step must be completed by Enterprise GW people before you can deploy the system.

35   8.   Review developed custom programs with CR Requester and Customer and obtain Sign-off

9.   Update documentation

10. Release / Migrate Objects to Target Test Server...

11. Change CR status ...

12. Inform Team About Final developed custom programs...

Analysis:

5 *Deliverables:*

High quality, error free custom programs
System Application Change Request(s) status set to "Ready to Test".

Methodology attachments:

10 GWA Standards Database (Enterprise coding standards) ->
Req/Cat Golden Configuration ->
Sample of Req/Cat Web Bridge Documentation ->
Req/Cat Code Review Process ->

15 _____

     In step 280, the network team accesses detail task

template P6C1 during stage 102 in one embodiment, and during

stage 103 in another, in the course of analyzing current

network and computing infrastructures.   Template P6C1,

20 Table 20, provides, either directly or by way of links to

other documents, instructions, flow charts, sample

questionnaires, report models and checklists for guiding,

coordinating and documenting the work of the network team

through the task.

25 _____

TABLE 20   DETAIL TASK: ANALYZE CURRENT NETWORK/COMPUTING INFRASTRUCTURE

_____

CREATION STATUS

30 *Category:*   I/T

Team:	Network
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	2. Project Preparation

IMPORTANCE BUTTONS

5

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	Yes

IMPLEMENTATION

10

Executed by:	Service Provider
Performed by:	Network specialist
Priority:	High
Work effort:	25 days
Sequence:	5 months prior

15   **DETAIL TASK DETAILS**

Description:

The purpose of this detail task is to acquire intelligence
relating to the network / computing infrastructure required to
implement the selected service offering. The objective is to
20   understand the information resources relevant to this project,
collect diagrams and text that describe the client's current
network / computing environment, compile the information and
compare to pre defined HW / SW and communication requirements
for the chosen service offering. From this information the high
25   level gaps will be realized and preliminary resolutions can be
determined and documented.

Much information is available from many sources. Some clients
may have developed a network / computing infrastructure
containing installation standards for systems and application
30   designs. Therefore, organize this information into a format
useful for the system design, and ensure it is complete and well
understood. Use this documentation to ensure that a common
understanding of the requirements exists among the designer, the
client, and other parties.

35   Understand the background of the requirements
Extract business numbers for input to performance and sizing
activities
Document availability requirements
Document security requirements
40   Document system management requirements
Document requirements not covered specifically by the above
Identify how the system will be evaluated by the client

Identify key dates and skills for implementation
Assess possible cost constraints and benefits

Path Specific Description

5   Gather an initial assessment of the requirements for the network
/ computing environment required to support the selected service
offering by reviewing the Network Assumptions draft document
developed in the Perform Bridge Architecture Integration Point
Interfaces Work Session detail task => . Detailed requirements
and specifications will rely on a more definite knowledge of the
10   selected service offering implementation strategy, hierarchy,
and the results of the prototyping activity.

Network / Computing Infrastructure refers to the Hardware /
Software environment that will support the architecture
infrastructure below the application layer for the intended
15   business functionality for the selected service offering. The
network / computing infrastructure should provide a stable,
adaptable environment to support future growth and change.
Network / Computing Infrastructure requirements may provide a
business advantage from new or currently unused technology.

20   Review the information about the customers current environment,
and the high-level planned network / computing environment
produced from the assessment stage as well as the POD created by
the architecture team in the Define Bridge Architecture Project
Objectives Document detail task => . Using this data, define
25   the high-level network / computing infrastructure requirements.

Prerequisites:

Meet Minimum Requirements: Customers current Network /
Computing Infrastructure must meet minimum requirement as
defined in the Assessment Stage

30   *Task steps:*

1.   Collect information - Schedule an interview with the
customer I/T SME's to complete the Network Questionnaire and
the Infrastructure Requirements Specification Document:...
2.   Develop Capacity Requirements ...

35   3.   Complete Network Study (If required / requested by
customer)

4.   Compile information - Information collected in the
previous steps must be compiled and placed in a manageable
format to define gaps in the customer network / computing
40   infrastructure and develop detailed requirements necessary
to resolve those gaps and implement a stable, changeable

environment that will support the selected service offering...

5.   Compare information - By comparing the compiled I/T information to the service offering requirements, the high level gaps can be identified and preliminary resolutions can be discussed....

6.   Document Gaps - This is a high level gap document - first pass only, this document will be used later in the Design & Develop Stage as a basis for gathering detailed requirements, fit gap analysis and gap resolution....

7.   Update Project Plan - The network / computing infrastructure project plan should be updated accordingly.

8.   Set up Requirements Review - Interlock and review the requirements documentation with the IGS SDC team

Deliverables:

Network / Computing Infrastructure Requirements Specification...

Network / Computing Infrastructure Overview - A reconciled view of the Future Logical Data and Future Logical Process Models representing the total set of applications, information systems, manual systems, management systems, procedures, organizational structures, objectives, and goals that will make up the business system in the future. It represents the scope of the project effort and, in general, it consists of an integrated process and entity model.

The business model is used to describe the future task flow for the new business system as defined in the business model to determine the effectiveness of the business solution or business system. The business model is also used to capture and document the design decisions made as a result of reviewing the scope of the new business system, business needs and trends, and the objectives and constraints.

Completed Change Request Document - This document will be completed with all gaps identified from completing this task as well as the preliminary resolution.

Updated Project Plan - The Network / Computing Environment project plan should be updated based on changes identified in this task.

In step 282, the network team accesses detail task template P937 in the course of confirming the network and

computing strategy. This detail task is necessary to share the recommended implementation strategy with the customer for the Network / Computing Infrastructure for the selected service offering. The Network / Computing team will discuss the strategy, ensure the customer understands what is expected of them, make any changes to the strategy and obtain customers concurrence. Template P937 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the network team through the steps for doing so, including (1) reviewing and confirming the network/computing strategy with the customer, (2) updating the network/computing strategy, and (3) obtaining the customer approval.

In step 290, the business controls and audit teams accesses detail task template P211 in the course of confirming business controls requirements. Template P211 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the teams through the steps for doing so, including (1) obtaining current control points matrix for the process, (2) obtain current control points

matrix for bridges, (3) obtaining or developing requirements documents, (4) building client specific control points documents, (5) reviewing requirements and control points document with process owners, (6) obtaining feedback from the general purchasing/accounts payable team and customer to identify any missing control points, (7) obtaining GP/AP desk procedure name to attach to matrix for review and approval, (8) updating matrices with any changes or new additions agreed upon with the client, (9) submitting via a change request (CR) any control point or business control variances that require system changes, (10) assessing business control risk requirements, (11) obtaining process owner approvals (GP/AP and customer), and (12) interlocking with test team on control points prior to the start of integration test.

In step 292, the business controls and audit teams access detail task template P213 the course of conducting the ASCA self-assessment. Template P213 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the team.

In step 294, the business controls and audit teams

accesses detail task template P215 in the course of

conducting the ASCA/business controls review. This task is

designed to provide the necessary guidelines to prepare for

the ASCA review. The Business Controls team will provide

dedicated resources throughout the life cycle of the

project. The team will also be available for counsel and

advice as well as confirming certification readiness through

validation of the controls and approaches within the

project. Template P215, which is also accessed in step 224

during stage 104, infra, provides, either directly or by way

of links to other documents, instructions, flow charts,

sample questionnaires, report models and checklists for

guiding, coordinating and documenting the work of the team

through the task, including the steps set forth in Table 21.

TABLE 21   DETAIL TASK: CONDUCT ASCA/BUSINESS CONTROLS REVIEW

Task Steps:

1. Create and send out overall project plan for ASCA Review preparation activities.

2. Determine which Enterprise organization will conduct the ASCA / Business Controls Review.

3. Select review date and contact ASCA Review Organization to schedule a formal ASCA review. Given there may be some scheduling problem, this should be done as early as practical to ensure the review can be conducted within the framework of the project plan.

4. Close on Review location & reserve conference room (ensure CR has nearby access to printer, copier, supplies, etc.).

5. Prepare preliminary agenda.

6. Prepare all ASCA Documentation required for the review. This documentation is described in the ASCA self assessment and in the ASCA guide provided by Enterprise.

7. Prepare all Sub-process Overviews and descriptions of process flow.

8. Review agenda content with Business Controls reviewers.

9. Review / firm up content with presenters.

10. Notify required attendees and invite Management.

11. Reserve a projector that connects to lap top for screen viewing of all databases during ASCA Review.

12. Set up Dry Run (w/o reviewers present) for presenters.

13. Ensure the test plan includes those elements of the ASCA checks required to ensure business controls, separation of duties, and authorization matrices, data integrity and security.

14. Create/update/complete all required DOU's & SLA's and have copy for ASCA Review.

15. Review Desk Procedures content for consistency with Control point matrices and package for ASCA Review presentation.

16. Ensure lap top is available the morning of Dry Run and has all appropriate Notes databases replicated (i.e. CRs/PTRs, SAP 3.0 ASCA/Business Controls, SAP 3.0 Documents/UTC Documentation, Test, External Core Documents, etc.).

17. Conduct Dry Run (w/o reviewers) - presenters go through material they will be presenting.

18. Update/finalize agenda and send out.

19. Review/update Application Inventory for accuracy - content must be consistent with other documents.

20. Ensure Separation of Duties Matrix (SOD) is current at time of final review.

21. Create Opening presentations/overview (i.e, Organization, Test, etc).

22. Complete all sections of Bridge templates and package for ASCA Review presentation.

23. Review all Testing and obtain Overall Test signoff.

24. Ensure all approvals have been obtained and signed approval forms available for ASCA Review (Process Ownership, ASCA Requirements, Self Assessment & System Cutover).

25. Have hardcopy of all Risk Acceptances for review.

26. Gather all documentation and ensure it is current, reviewed, and in "presentation" format by morning of reviews (CP matrices, CP Descriptions, Self Assessment, Desk Procedures, Application Inventory, etc).

27. Create a binder of key ASCA/Business Controls documents for each reviewer (Architecture overview, CP matrices, etc).

28. Select someone to act as scribe during the review to document findings, etc. (a 2nd lap top works best).

29. Host/run the ASCA Review.

30. Close out ASCA Review Findings.

In step 300, the transition management team accesses detail task template PD23 in the course of developing and confirming the transition management plan. Template PD23 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the transition management team through the steps for doing so, including the following:

1. Gather all input from previous steps in this project stage.

2. Synthesize the information and prepare all supporting documentation related to previous analysis /

assessments

3. Complete the development of the transition plan. This step is primarily concerned with completing the steps identified in the sample transition management plan. With the information gathered as part of the workshop, the subject specific assessments, and the general view of the client environment, the TM coordinator will complete the plan and suit it to the client. Those elements that are not applicable to the client should be omitted / deleted from the plan.

4. Review the plan with Enterprise / Service Provider project management

5. Make changes that might result from internal reviews

6. Review plan with Client Management / Client Project Transition Leadership and gain approval

In step 302, the transition management team accesses detail task template PD32 in the course of updating the communications strategy. The objective here is to ensure the sample communications strategy is updated to reflect the specific needs of a client. The strategy will be used to

guide communications activities during the course of the project. The specific communication plan will be developed from the strategy. This task is done in cooperation with the Transition Manager, who is responsible for developing

5 and deploying a communication Plan. This task is also designed to keep the 3 parties (Enterprise, Service Provider, Customer) informed of the processes and procedures as the project continues. It is also in keeping with the communications plan to schedule certain reviews with

10 management and process constituents to ensure all questions are being addressed and the implementation is proceeding as planned. Some of these reviews will be a normal part of project management. It is the intent of this section to ensure these reviews are taking place and that communication

15 is continuing to flow from the project to those affected by the changes. A vision statement is prepared to provide a set of guidelines and expectations for the project team at a high level. It is a brief, concise document created by the management team that outlines basic goals and projected

20 outcomes of the project. This statement will be the core of the communication plan and should reflect the culture of the client as much as possible. This vision statement will be used in various communiqués during the course of the implementation. Template PD32 provides, either directly or

25 by way of links to other documents, instructions, flow

charts, sample questionnaires, report models and checklists
for guiding, coordinating and documenting the work of the
transition management team through the task.

In step 304, the transition management team accesses
detail task template PD31 in the course of building and
confirming the campaign plan. The purpose of this task is
to develop and gain approval for the detailed communications
campaign that will be used in conjunction with the
implementation of the new process and system. This is an
important step in that it brings together all the
communications steps that will be required and outlines the
target audiences, content, media, and timing for
communications to the affected constituents at the client
location. A "Communications Matrix" will be completed that
gives all the relevant information on communications to
project leadership and acts as a guide for managing
communications throughout the project life cycle. Template
PD31 provides, either directly or by way of links to other
documents, instructions, flow charts, sample questionnaires,
report models and checklists for guiding, coordinating and
documenting the work of the transition management team
through the steps for doing so, including

(1) Acquiring the sample communication plan.

(2) Identifying the various audiences at the client location that will be affected by the coming changes.

(3) Determining how each audience will be affected by the implementation.

(4) Determining what messages (by audience) that need to be developed to ensure a smooth transition .

(5) Developing sample messages.

(6) Determining what media will be used for each message.

(7) Determining the timing for each message.

(8) Completing a communications matrix that compiles and displays the information from the previous steps.

In step 306, the transition management team accesses detail task template PD48 in the course of defining a detailed human resources plan. The purpose of this step is to ensure the smooth transition of the process change from an HR perspective. This will focus on the change in job roles and responsibilities by those affected by the new process / system. Template PD48 provides, either directly

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or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the transition management team through the steps for doing so, including (1) determining which jobs will be affected by the implementation of the new process, (2) determining "how" each job will be affected, (3) ensuring a plan is in place to deal with the situation, and (4) determining if other HR considerations may include changes in work location or measurements.

In step 308, the transition management team accesses detail task template PD45 in the course of creating policy changes. The purpose of this step is to provide guidance to the team as they work with the client to institute policy changes that might be introduced as part of the implementation of the new process / system. The objective is to identify those changes necessary and devise a plan to announce / introduce changes in policy. Policy change is defined as those key business rules that are part of the management system for purchasing and procurement. They may be associated with approval levels or procedural changes in the new system. The target is not the day to day operation but management decision and support systems that might be affected. Day to day, operational transition will be

managed by the process transition steps. Within this task, the details of the new procedures and policies will be formulated as to how they will be communicated to those affected by the policy change and to the client "public" at

5   large. The announcement must include the procedures necessary for effective communication between the Customer and the Service Provider and Enterprise. Template PD45 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires,

10   report models and checklists for guiding, coordinating and documenting the work of the transition management team through this task.

In step 320, the Req/Cat team accesses summary task template P31 in the course of conducting the Req/Cat

15   functional detailed fit gap analysis. Template P31 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the Req/Cat team through the steps

20   for doing so, including:

(1) Applying the Offering package to the future business model, and identify the level of fit and the level of gap, so that configuration design issues can be

resolved. Choose the functionality options from Req/Cat that support the solution.

(2) In preparation for configuration activities, identifying key package data elements (master data) to be loaded into the system and determine the SAP and Req/Cat hierarchy structure to support the customer organization.

(3) Mapping the Offering's Golden package to the client's target business processes at both a functional and data level of detail.

(4) Identifying the table requirements and standard reports from the Golden package that are required to fulfill each functional and sub-functional requirement.

(5) Identifying requirements that the package cannot meet and offer alternate solutions.

(6) Finally, reviewing and updating the project plan. Knowledge gained regarding project requirements is likely to impact the project scope.

For test step 322, see step 256. This is a unit test

of the Req/Cat designs to assure that all of the basic programs work properly.

In step 324, the Req/Cat team accesses summary task template P32 and subsidiary detail tasks in the course of configuring the Req/Cat offering. The purpose of this task is to configure Req/Cat with specific items and information that are definable for each Customer. These include such issues as: Country Languages, Currencies, Units of measures, Calendars, Reporting cycles, End-of-Quarter and End-of-Year processing dates, Organizational Structure, Initial system userid's and profiles. These changes represent the 80% of the Req/Cat Solution which is defined and changed by the Service Provider. Although these are definable by the service provider and do not represent a change to the Golden configuration, they still require a Change Request (CR) to be created in order to document and track the customer configuration. Code changes to the Golden configuration represent the 20% of the Req/Cat Solution and are standard defined. These changes are also referred to as Customization changes, and require a Change Request. Template P32 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the Req/Cat team through the steps

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of this task. "Ive's Team Studio" is a Lotus Notes code-control tool specifically designed for use with Lotus Notes database development. This tool is used in conjunction with Playbook document databases and attachments that have been created for use during Req/Cat implementations. This task also confirms and validates that Ive's Team Studio is being used to track the customer specific code changes (customization) to the "Golden" code. Ive's Team Studio is used to track all code changes that are made to the Req/Cat Lotus Notes Offering to meet the Customer requirements . This tool is used to ease the Customizing process and enable multiple people to be to coding and working on the Notes Design at the same time and ensure standards and formats are still being met.

For step 326, see step 258, supra.

For step 328, see step 264, supra.

For step 330, see step 266, supra.

In step 340, the process (AP/GP/CSC) team accesses detail task template P832 in the course of performing an assessment of the customer purchasing business in order to assess the customer impact on the internal operations of the

enterprise. The purpose of this task is to establish impact of the additional purchasing activity on the GP and A/P organization of the enterprise by adding the business of the customer. The impact is estimated based on the customer's past and current purchasing business volume by commodity groups and suppliers. The result is used for estimating requirements for Procurement and Accounts Payable staffing and provides input to T/C regarding anticipated additional transactional traffic. Template P832 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the process team through the steps for doing so, including (1) obtaining transactions or statistics related to current customer purchasing business volume, (2) obtaining a list of current customer suppliers and compare it to the general purchasing suppliers of the enterprise, (3) obtaining historical transactions or statistics on customer purchases sorted by commodity group and supplier, (4) documenting current customer procurement and accounts payable (A/P) process per commodity group, (5) evaluating the additional workload on the enterprise GP and A/P functions by adding the customer purchasing business, and (6) forwarding statistics to appropriate T/C team for evaluating the additional transaction volume.

In step 342, the process team accesses detail task template P822 in the course of reviewing accounts payable processes with the customer. This task leads the process team through the steps of providing the customer A/P team members and managers with detailed walk through and review of the A/P processes in the EPS offering. This is intended to provide the customer team members and process responsible with the necessary insight in the detailed EPS A/P processes to evaluate the impact of applying them to the customer business. It is required for the later assessment of GAP resolutions in customer A/P by applying EPS to the business. The customer team members should be selected so expertise is represented from each of the different processes and commodity groups currently handled by the customer in order to provide a basis for evaluating the EPS offering. Also, in the case of a combination of Req/Cat, SAP and Image, the fact that the purchase order activities of the A/P process will be handled by the enterprise GP group as opposed to the customer needs to be taken into consideration when reviewing the processes. Template P822 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the process team through the steps of this task.

In step 344, the process team accesses detail task template P821 in the course of reviewing the procurement processes with the customer. By this task, customer procurement team members and managers are provided with a detailed walk through and review of the Procurement processes in the EPS offering. This is intended to provide the customer team members and process responsible with the necessary insight in the detailed EPS procurement processes to evaluate the impact of applying them to the customer business. It is required for the later assessment of GAP resolutions in customer procurement by applying EPS to the business. The customer team members should be selected so expertise is represented from each of the different processes and commodity groups currently handled by the customer in order to provide a basis for evaluating the EPS offering. Also, in the case of a combination of Req/Cat, SAP and Image, the fact that the purchase order activities of the procurement process will be handled by enterprise GP as opposed to the customer needs to be taken into consideration when reviewing the processes. Template 344 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the process team through the steps for doing so, including a list of Procurement processes that

should be reviewed via the attachment 'Procurement Process Descriptions and flows'.

In step 346, the process team accesses template P863 in the course of establishing ASAP suppliers for the customer. The purpose of ASAP applications is to automate the process of creating purchase orders and outputting those purchase orders to vendors. ASAP applications automatically evaluate purchase requisitions, create purchase orders, and process requester alterations and vendor acknowledgments without buyer intervention. The purpose of this task is to prepare catalog suppliers that will do business via the GP automated ASAP process. The potential ASAP suppliers need to be identified starting with the initial ASAP supplier listing. The addition of the customer needs to be communicated to the ASAP suppliers together with any additional requirements originating from adding the customer. This task requires a comparison between current customer supplier listing and current GP ASAP suppliers to determine which ASAP suppliers will initially apply to the customer. These suppliers will then be contacted and informed of the addition of the customer to the enterprise GP and the impact this may have in terms of customer specific requirements. Template P863 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires,

report models and checklists for guiding, coordinating and

documenting the work of the process team through the steps

for doing so, including (1) determining any requirements

that the customer may have that will impact the current ASAP

5 process, (2) reviewing and matching customer supplier

listing against existing GP ASAP suppliers, and (3)

communicating the addition of the new customer and any

additional requirements originating from adding the customer

to ASAP suppliers.

10 In step 348, the process team accesses detail task

template P852 in the course of updating and reviewing the

process management and procedures manual. The purpose of

this task is to determine updates that need to be

incorporated in Process Manuals and commodity specific

15 Procedure Manuals for enterprise GP and A/P to accommodate

the customers business including validation against

enterprise policies. It also includes updates of customer

external manuals and review with customer of Customer

Manual, Customer Satisfaction Process & Requirements,

20 Application Architecture Flow and Management Proposal Flow.

Any changes to the standard EPS processes or applications

that are applied based on customer specific requirements

will trigger an update of both internal and external

processes and procedures. The updates should be based on

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the GAP resolution documentation generated under process GAP

resolution. Template P852 provides, either directly or by

way of links to other documents, instructions, flow charts,

sample questionnaires, report models and checklists for

5   guiding, coordinating and documenting the work of the

process team through the steps for doing so, including (1)

determining and applying updates required to enterprise GP

and A/P internal process manuals, (2) determining and

applying updates required to enterprise GP & A/P internal

10   procedure manuals by commodity, (3) validating updates

against enterprise policies, (4) determining and applying

updates required to customer external manual, (5) reviewing

the customer external manual with the customer, (6)

reviewing the application architecture flow with the

15   customer, and (7) reviewing the management proposal flow

with the customer.

In step 350, the transition management team accesses

detail task template PD51 in the course of ensuring the new

process management system is in place. Template PD51

20   provides, either directly or by way of links to other

documents, instructions, flow charts, sample questionnaires,

report models and checklists for guiding, coordinating and

documenting the work of the transition management team

through the task steps for doing so, as illustrated in Table

22.

**TABLE 22   DETAIL TASK: ENSURE NEW PROCESS MANAGEMENT SYSTEM
IN PLACE**

Task Steps:

Organization

Ensure any organizational changes are in place or scheduled for
go-live date
Make sure communications plans are updated and plans for
announcing any changes in organization
Provide a feedback mechanism for any person / persons displaced
by changes in organization
Ensure new organization are in place

Measurements

Review changes in measurement system
Ensure there is a plan in place to cut over to the new
measurements
Ensure communications have been developed and delivered to
explain the new measurements, including how they are derived,
how they are used and their importance to the business.

Management

Ensure scheduled changes in management or management
responsibilities are on track
Make sure communications have been developed and delivered to
explain the changes in the management and why it is important to
the clients' organization.
Ensure everyone understands where they fit in the management
chain and their path for escalation of issues or getting
management direction or decisions on various issues.

Support

Ensure the support structure is operational for both user and
technical support

In step 352, the project office accesses summary task

template P95 in the course of defining the production

support system management plan. The purpose of this task is

to define the extent of support required for ongoing operation after cut-over. This includes both support for the initial configuration including system platforms and networks, the involved business processes and procedures as well as ongoing enhancements aimed at improving the effectiveness and performance of the initial implemented EPS Offering. Depending on the Offering Type and the individual agreement between the involved parties, the supporting entities can be both Customer, Service Provider and enterprise CSC. Template P95 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the project office through the steps for doing so.

In step 354 the cutover plan is determined. The purpose of this step is to complete the detailed transition plan and gain approval for the plan from the client executive and transition management. This is a cross functional plan that requires input from the business process, transition management, project management, and client support teams. Included is an agreement that the plan will be executed at the client site.

Advantages over the Prior Art

It is an advantage of the invention that there is provided a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

5   It is an advantage of the invention that there is provided an optimized solution for out-sourcing procurement of goods and services.

It is an advantage of the invention that there is provided a system and method for training service providers.

10   It is an advantage of the invention that there is provided a system and method for managing service providers to assure quality of service.

It is an advantage of the invention that there is provided a system and method for managing a project.

15   It is an advantage of the invention that there is provided an optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle

time.

Alternative Embodiments

It will be appreciated that, although specific embodiments of the invention have been described herein for purposes of illustration, various modifications may be made without departing from the spirit and scope of the invention. In particular, it is within the scope of the invention to provide a computer program product or program element, or a program storage or memory device such as a solid or fluid transmission medium, magnetic or optical wire, tape or disc, or the like, for storing signals readable by a machine, for controlling the operation of a computer according to the method of the invention and/or to structure its components in accordance with the system of the invention.

Further, each step of the method may be executed on any general computer, such as an IBM System 390, AS/400, PC or the like and pursuant to one or more, or a part of one or more, program elements, modules or objects generated from any programming language, such as C++, Java, Pl/1, Fortran

or the like. And still further, each said step, or a file
or object or the like implementing each said step, may be
executed by special purpose hardware or a circuit module
designed for that purpose.

5

Accordingly, the scope of protection of this invention
is limited only by the following claims and their
equivalents.